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Civilian Personnel
Health of the Civilian Workforce

For the CG, USAREUR/7A:

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Summary. This pamphlet identifies resources that managers and supervisors may use to reduce employee stress and stress-related injuries and illnesses as the Army in Europe prepares to restructure.

Applicability. This pamphlet applies to civilian employees in appropriated fund and nonappropriated fund positions (both U.S. and local national) that are serviced by the United States Army Civilian Human Resources Agency, Europe Region.

Forms. AE and higher-level forms are available through the Army in Europe Publishing System (AEPUBS).

Records Management. Records created as a result of processes prescribed by this pamphlet must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System website at <https://www.arims.army.mil>.

Suggested Improvements. The proponent of this pamphlet is the USAREUR G1 (AEAGA-C, DSN 375-2545). Users may suggest improvements to this pamphlet by sending DA Form 2028 to the USAREUR G1 (AEAGA-C), Unit 29351, APO AE 09014-9351.

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SECTION I GENERAL

1. PURPOSE

This pamphlet provides—

- a. Training resource material, guidance, and tools for managers and supervisors to reduce employee stress and stress-related injuries and illnesses as the Army in Europe prepares to restructure.
- b. Communications guidance to ensure civilian employees are kept informed of restructuring plans and the resources available to help them cope with their changing environment.
- c. A training referral guide for managers and supervisors that provides tools to help employees with stress-related health and productivity issues.
- d. A resource-referral guide for managers and supervisors that provides additional guidance and information on counseling and employee assistance.

e. A review of civilian personnel programs that support workforce health.

f. A review of safety concerns and guidance on conducting risk analyses.

2. REFERENCES

Appendix A lists references.

3. EXPLANATION OF ABBREVIATIONS

The glossary defines abbreviations.

4. ENVIRONMENTAL FACTORS

a. The environment that will characterize the Army in Europe over the next 10 years is one of uncertainty and change. The following elements may be present:

- (1) Changes in the supervisory chain and expectations.
- (2) Changes in the work environment or duty locations.
- (3) Increased commuting time.
- (4) Increased number of temporary duty assignments.
- (5) Longer workhours.
- (6) New and changed work assignments.
- (7) Potential for discontinued employment or reductions in pay and benefits.
- (8) Reductions in manpower and funding levels.
- (9) Uncertainty of the future of the organization.
- (10) Unconfirmed rumors regarding restructuring.

b. The conditions in subparagraph a above may cause stress, depression, fear, or anxiety in the workforce. The results of this may include—

- (1) Alcohol or drug abuse.
- (2) Chronic health problems.
- (3) Confusion, inability to concentrate, and lack of concentration.
- (4) Deteriorating morale.
- (5) Disregard for safe work practices.
- (6) Employee insubordination or other discipline problems.
- (7) Family and home problems.
- (8) Frequent illness.
- (9) Higher turnover rates.
- (10) Increased absences, excessive use of sick leave, and tardiness.
- (11) Lack of motivation.

- (12) Lower productivity.
- (13) Potential for workplace violence.
- (14) Unrealistic fears and panic attacks.
- (15) Workplace arguments and tension.

5. COMMUNICATIONS

a. The Chief, Public Affairs, USAREUR, has established a public affairs plan as part of the USAREUR plan for restructuring and rebasing. In accordance with this plan, information and public affairs guidance will be released to coincide with significant unit force-structure changes, installation closures, and other similar announcements. Notification of Soldiers, civilians, family members, works councils, and host-nation officials will occur before information is released to the media and according to published timelines. After official announcements are made, commanders at all levels will make every effort to keep key audiences informed of developments that affect them.

b. Public affairs guidance and information received through the chain of command will be the primary sources of information. To the maximum extent possible, leaders and managers will give releasable information about changes in the theater to subordinate staff elements and employees.

c. The most effective means to distribute information are as follows:

- (1) All-hands meetings with time for questions and answers.
- (2) Community newspapers and websites.
- (3) An effective open-door policy.
- (4) E-mail messages sent throughout the workforce.
- (5) Leadership meetings that provide guidance on the further distribution of information.
- (6) Referrals to the Army in Europe Restructuring website (<http://g3operations.hqusareur.army.mil/CommanderCheckList/StartUp/default.htm>).
- (7) Surveys and sensing sessions.

SECTION II TRAINING

6. RECOMMENDED BRIEFINGS

The Civilian Personnel Directorate (CPD), Office of the Deputy Chief of Staff, G1, HQ USAREUR/7A; and the United States Army Civilian Human Resources Agency, Europe Region (CHRA-E), will develop two career transition briefings, one for local national (LN) employees and the other for U.S. employees. Servicing civilian personnel advisory centers (CPACs) will conduct these briefings at locations where downsizing is anticipated. The briefings must be consistent with host-nation procedures (if applicable) and must provide information on the following:

- a. The drawdown (reduction in force) process.
- b. Outplacement assistance programs.
- c. Retirement benefits and entitlements.
- d. Separation benefits and entitlements.

7. RECOMMENDED TRAINING

Managers and supervisors will arrange for CPAC briefings in paragraph 6 and for training on the following topics in areas where downsizing is anticipated:

- a. Safety in a changing environment.
- b. Stress management.
- c. Surviving organizational change.

8. TRAINING RESOURCES

Many resources are available to meet the training requirements of managers and supervisors. Training opportunities are posted on the CHRA-E website (<http://www.chra.eur.army.mil>) and are intended to address the needs of employees.

a. Some online courses provided through SkillPort (<https://usarmy.skillport.com/rkusarmy/login/usarmylogin.cfm>) are as follows:

- (1) Change Leadership (2½ hours).
- (2) Communicating and Reinforcing Change (2½ hours).
- (3) Dealing With Conflict in the Workplace (simulation; ½ hour).
- (4) The Effects of Organizational Change (3 hours).
- (5) Experiencing Anger (5 hours).
- (6) Handling Conflict With Others (6 hours).
- (7) How to Make Your Company Safer (3 hours).
- (8) Managing Anger in the Workplace (simulation; ½ hour).
- (9) Managing Conflict in the Organization (6 hours).
- (10) Managing Others Through Change (simulation; 48 minutes).
- (11) Managing Your Anger (5½ hours).
- (12) Managing Yourself Through Change (simulation; ½ hour).
- (13) Managing a Violent Crisis (3½ hours).
- (14) Overcoming the Challenge of Change (2½ hours).
- (15) Overcoming Organizational Negativity (2 hours).
- (16) The Paradigm Shift of Change (2½ hours).
- (17) Potential Powder Kegs: Identifying and Defusing Them (3½ hours).
- (18) Proactive Approaches to Stop Negativity (2 hours).
- (19) The Three Stages of Aggressive Behavior (3½ hours).
- (20) Workplace Aggression: The Scope of the Problem (4½ hours).

b. Other training includes the following:

(1) The Stress Management Training Package (TG 225) (<http://chppm-www.apgea.army.mil/tg.htm>) was developed by the Directorate of Health Promotion and Wellness, United States Army Center for Health Promotion and Preventive Medicine (USACHPPM). This package is intended to increase employee awareness of the effect stress has on health and readiness, and teach participants how to manage their stress effectively. This ready-to-teach resource can be used in many ways. Individuals concerned with managing stress in their lives can use it as a workbook. It can be presented in small or large groups by facilitators. Organizations can use it to address stress-related concerns on a broad organizational basis.

(2) The Gov Online Learning Center (<http://www.golearn.gov/coursecatalog/index.cfm?FuseAction+BasicSearch>) offers a free library of online courses as well as a number of fee-for-service courses. Courses include the following:

- (a) Change Management: Managing Change (2 hours).
- (b) Stress Management: Fundamentals for Employees (2 hours).
- (c) Stress Management: Fundamentals for Managers (2 hours).
- (d) Workplace Aggression: Defusing Aggressive Situations (2 to 3 hours).

(3) The United States Department of Agriculture Graduate School (<http://grad.usda.gov/>) offers the following courses related to change management:

(a) Managing Organizational Change (2 days; contact the school for cost (e-mail: customerservicecenter@grad.usda.gov)).

(b) Reduction-in-Force (6 months to complete (paper-based distance education); \$270).

(c) Stress Management (2 days; contact the school for cost (e-mail: customerservicecenter@grad.usda.gov)).

(4) Classes are available for unit training at the request of the manager through the Human Resources Development Division (HRDD), CHRA-E. For unit-specific training, the cost is paid by the requesting organization. The following courses are available:

- (a) Conflict Management for Leaders and Managers (2 days).
- (b) Crucial Conversations (2 days).
- (c) Effective Leadership Using Emotional Intelligence (2 days).
- (d) How to Maintain Motivation During Organization Change (3 hours).

(5) Videos and books are available at the HRDD on topics such as communication, conflict resolution, negotiation, and problem-solving. These items may be checked out for up to 30 days by contacting the servicing CPAC. The CPAC will contact the HRDD to obtain the requested material. More information is available at <http://www.chra.eur.army.mil/training/docs/Training%20and%20Development%20Resource%20Center%201004.doc>.

(6) The Leaders Guide to Post-Reintegration (<http://www.per.hqusareur.army.mil/postreintegration/>) provides information for supervisors and managers on agencies that can provide assistance and on how to refer employees to resources in their community.

9. TRAINING IN GERMAN

Training resources are available in German for LN personnel through the Federal Accident Insurance Association (*Unfallkasse des Bundes (UK-Bund)*). There is no charge for the training. Priority for training is given to employees who are working in the field of safety and occupational health. The following seminars for supervisors and managers are available through the *UK-Bund* and may be helpful in a changing environment:

a. *Arbeitsschutzmanagement im öffentlichen Dienst* (Safety Management in Public Service).

- (1) Duration: 2 days.
- (2) Location: Göttingen, Germany.

b. *Betriebliche Suchtprävention* (Organizational Prevention of Addictions).

- (1) Duration: 3 days.
- (2) Location: Bad Hersfeld, Germany.

c. *Führungskräfteseminar in öffentlichen Dienststellen* (Workshop for Managers of Public Organizations).

(1) Duration: 2 days.

(2) Location: to be determined (conducted on request).

d. *Konfliktbewältigung in der Dienststelle* (Conflict Resolution Within the Organization).

(1) Duration: 3 days.

(2) Location: Bad Hersfeld, Germany.

e. *Mobbing am Arbeitsplatz - ein Thema für Führungskräfte* (Mobbing in the Workplace - A Topic for Managers).

(1) Duration: 2 days.

(2) Location: Bad Hersfeld, Germany.

f. *Psychische Belastungen und Stress* (Mental/Psychological Pressure and Stress).

(1) Duration: 2 days.

(2) Location: Bad Hersfeld, Germany.

g. *Psychologie des Arbeits- und Gesundheitsschutzes* (Psychology of Safety and Occupational Health).

(1) Duration: 2 days.

(2) Location: Bad Hersfeld, Germany.

h. *Traumatisierende Ereignisse - Auswirkungen und Handlungsmöglichkeiten* (Traumatizing Incidents - Effects and Resolving Possibilities).

(1) Duration: 3 days.

(2) Location: Bad Kissingen, Germany.

i. *Unterweisungen im Arbeits- und Gesundheitsschutz* (Organizational Safety and Health Briefings).

(1) Duration: 2 days.

(2) Location: Bad Hersfeld, Germany.

j. *Die Verantwortung der Führungskräfte im Arbeits- und Gesundheitsschutz* (Responsibilities of Managers in the Field of Safety and Occupational Health).

(1) Duration: 2 days.

(2) Locations: Berlin, Mainz, and Wilhelmshaven, Germany.

NOTE: This seminar is also available in English.

10. ADDITIONAL COURSES

CHRA-E will identify additional appropriate courses and continue to expand availability to meet theater needs.

SECTION III

EMPLOYEE SUPPORT AND RELIEVING STRESS IN THE WORKPLACE

11. ADVOCACY AND SUPPORT

a. Certain employees may need to be referred to advocacy and support resources, such as chaplains, financial-management counseling, personal counseling, post-reintegration resources, and other employee-assistance programs. A variety of resources is available to help identify advocacy and support services in the community. The following links provide service descriptions and community POCs:

(1) <http://www.acap.army.mil/> (Army Career and Alumni Program (ACAP)).

(2) <http://www.myarmylifetoo.com/skins/malt/home.aspx?mode=user> (MyArmyLifeToo).

(3) <http://www.per.hqusareur.army.mil/postreintegration/> (Leaders Guide to Post-Reintegration).

b. The Stress Management Training Package (TG 225) is available at <http://chppm-www.apgea.army.mil/tg.htm>. This is an exportable package developed by the Directorate of Health Promotion and Wellness, USACHPPM. This package will increase the general awareness of Soldiers and other beneficiaries about stress and its effect on health and readiness, and will teach participants how to manage stress effectively.

c. The Army Substance Abuse Program (ASAP) is the proponent of the Employee Assistance Program (EAP) for the Army. The ASAP EAP is a workplace program designed to help U.S. and LN employees and their family members, whenever possible, with problems that may affect their well-being or their ability to perform their jobs. The CHRA-E website (<http://www.chra.eur.army.mil>) provides a list of EAP contacts (click on *Management Tools*, then *Employee Assistance Program Contacts*).

d. The Employee Assistance Program coordinator (EAPC) administers the ASAP EAP. This program involves screening and assessments, short-term counseling to identify problems, and referral services to appropriate agencies. The EAP also offers prevention education services to all employees. EAPCs will provide the following basic EAP services for each garrison:

(1) Screening and Assessment. The initial screening and assessment interview identifies, documents, and evaluates individual strengths, weaknesses, problems, and needs, and sets the foundation to assist in making a further referral.

(2) Short-Term Counseling. Short-term counseling is intended to help the employee or family member address identified issues that are affecting their well-being or job performance. Short-term counseling normally involves four to eight sessions.

(3) Referral. After determining the nature of an employee's problem, the EAPC will refer the employee to the appropriate agency or treatment facility. Civilian employees who have problems with substance abuse may use ASAP clinical services (if available) or approved civilian community resources.

(4) Follow-Up Services. If an employee is referred to another U.S. agency or directorate for services, the EAPC will follow up with the employee to ensure that the services he or she received adequately addressed the identified problem.

(5) Prevention and Education. On request, the EAPC, in coordination with the ASAP prevention coordinator, will provide prevention and education training to civilian employees and supervisors regarding the adverse effects of abusing alcohol and drugs as well as other similar high-risk behavior.

e. The EAP services described in subparagraph d above are also available to LN employees. Managers and supervisors may—

(1) Encourage LN employees to ask their servicing CPAC for information regarding the effect that the drawdown will have on them.

(2) Encourage LN employees to seek advice from the EAP, or refer them to the health-insurance carrier for medical assistance if stress-related symptoms occur.

(3) Request assistance through the HRDD to identify and evaluate external training opportunities for LN employees to improve their professional skills and abilities.

(4) Where host-nation procedures permit, establish an organizational employee assistance team (including members from external authorities, if necessary) to provide advice, guidance, and counseling services to individual employees.

f. ACAP offers career counseling to recently retired and retiring military members, their family members, and U.S. civilians affected by a reduction in force. There are 15 ACAP offices located throughout Europe. The ACAP website (<http://www.acap.army.mil>) provides the locations of these offices. ACAP offers a skills-assessment tool as well as instruction on résumé writing, conducting job searches, interview techniques, and other related topics.

g. Army Community Service (ACS) provides training, readiness, and deployment support for U.S. Soldiers, civilians, and their family members. ACS offers a complete range of referral services, including deployment readiness, employment, family advocacy, financial counseling, and relocation. Other services include Army Emergency Relief, Army Family Action Plan, and Army Family Team Building programs. The ACS website (<https://public.mwr.army.mil/source/text-ACS.htm>) provides a list of services offered in various areas. A telephone directory of ACS offices is available at <https://public.mwr.army.mil/source/text-directory.htm#acs>.

12. RELIEVING STRESS IN THE WORKPLACE

Managers and supervisors should be familiar with and, as appropriate, implement personnel-management tools and programs to relieve stress in the workplace. These tools and programs include alternate work schedules, awards and recognition programs, exercise and fitness programs, and leave programs. In the event of an injury, the supervisor should be familiar with procedures for reporting accidents and take care of the employee's well-being.

a. Alternative Work Schedules.

(1) The demands of working and living overseas can contribute to the stress of a changing environment. Allowing the use of an alternative work schedule can reduce employee stress by giving employees greater control in balancing their work, family, and personal responsibilities.

(2) The Office of Personnel Management (OPM) website at <http://www.opm.gov/oca/aws/index.asp> provides information on alternative work schedules and the flexibilities agencies have if they establish one. Information specific to the Army in Europe is available at <http://www.per.hqusareur.army.mil/cpd> (click on *Reference Library*, then *USAREUR CPD Policy Letters, Circulars, Pamphlets, Supplements, and Regulations*).

b. Awards and Recognition Programs. Employees are expected to maintain a level of excellence in service and products, regardless of what is happening in their work environment. Management officials are responsible for helping keep morale high during a drawdown by continuing to recognize individuals who exhibit superior performance, creativity, and dedication to the mission. AR 672-20 and AE Supplement 1 provide requirements and procedures for recognizing exceptional employees.

c. Exercise and Fitness Programs. The Hooah 4 Health website at <http://www.hooah4health.com/deployment/default.htm> offers a comprehensive health-promotion program. This website provides educational materials in the areas of physical, mental, spiritual, environmental, and occupational health.

d. Leave Programs. Helping U.S. employees manage and use their leave appropriately during periods of high stress is possible if supervisors know the rules of leave administration. The OPM website (<http://www.opm.gov/oca/leave/html/factindx.asp>) answers questions and provides forms related to all aspects of leave administration. Regulations and memorandums on topics such as annual leave and the Voluntary Leave Transfer Program are also provided on the website.

SECTION IV CIVILIAN INJURIES AND COMPENSATION CLAIMS

13. GENERAL

a. Drawdown can be associated with increases in worker injuries and claims for compensation. Employees who are injured or who contract work-related diseases are entitled to submit a claim for workers' compensation.

b. The information in paragraphs 14 through 16 is general guidance for supervisors of U.S. appropriated fund, nonappropriated fund (NAF), and LN employees. The references provide more specific information. Supervisors should be familiar with all governing regulations and policy on management responsibilities in case of a civilian injury or illness.

14. U.S. APPROPRIATED FUND EMPLOYEES

a. General.

(1) The Army Civilian Injury Compensation Program is derived from the Federal Employees' Compensation Act (FECA). FECA provides monetary compensation, death benefits, medical care and assistance, vocational rehabilitation, and retention rights to all Federal employees who sustain disabling injuries, including occupational disease or illness, as a result of their employment, regardless of the type of appointment or length of employment.

(2) The Office of Workers Compensation Program (OWCP) is an office in the United States Department of Labor (DOL) that administers the FECA. Local injury compensation program administrators (ICPAs) at CPACs serve as liaisons between supervisors, employees, and the OWCP.

(3) Guidance on reporting and documenting job-related injuries and illnesses is available at <http://www.cpol.army.mil/library/permis/2904c.html>.

b. Types of Claims for Job-Related Injuries and Illnesses. U.S. appropriated fund employees may file for two types of claims under the FECA:

(1) Traumatic Injury. This type of injury is defined as a wound or other condition of the body caused by external force, including physical stress or strain. This injury must be identifiable by the time and place of occurrence and the part or function of the body affected. In addition, it must be caused by a specific event or incident or a series of events or incidents within a single day or workshift.

(2) Occupational Disease or Illness. This is defined as being produced by systematic infection, continued or repeated stress or strain, or exposure to fumes, noise, poisons, toxins, or similar factors in the work environment over a period of time that is longer than 1 day or workshift.

c. Responsibilities. When an employee is injured as a result of work, supervisors have certain basic responsibilities as follows:

(1) If an employee requires emergency medical treatment, the supervisor must ensure that he or she receives immediate care.

(2) If an employee's injury fits the definition of a traumatic injury—

(a) The employee must complete DOL Form CA-1 within 2 workdays after the injury. Supervisors should have employees use the electronic data interchange (EDI) process to file a claim, if available. (Information on using the EDI process and forms can be found under *Management Tools* at <http://www.chra.eur.army.mil>.) If the EDI process is not available, the supervisor will give the employee a paper copy of DOL Form CA-1.

(b) The supervisor must give the employee DOL Form CA-16. This form should be issued within 4 hours after the injury, whether or not the claim appears to be valid. Only one DOL Form CA-16 may be issued for each traumatic injury. DOL Form CA-16 may not be issued for past medical care, except within 48 hours after emergency treatment.

(3) Employees who develop an occupational disease or illness will be given DOL Form CA-2. Employees will be advised to complete and return the form to the supervisor as soon as possible, but no later than 30 days after the onset of the occupational disease or illness.

(4) On receipt of completed DOL Form CA-1 or CA-2, the supervisor must—

(a) Check the form to ensure that it is complete and the facts are consistent.

(b) Complete the supervisor's section of the form and forward it immediately to the servicing ICPA. Forms must be forwarded whether or not the supervisor believes that the claim should be approved. Failure to do so may result in a fine, imprisonment, or both under the Code of Federal Regulations, Title 20, section 10.16(a).

(5) If the employee has a traumatic injury, the supervisor must explain to the employee that he or she is entitled to continuation of pay (COP) for absences due to disability or to obtain medical treatment for not more than 45 calendar days after the injury. Any such absences need to be supported by medical documentation. The specific COP period should be clearly indicated on time and attendance sheets. Supervisors who are unfamiliar with COP policy should contact their ICPA for more information.

(6) If an employee's physician indicates that the employee can perform only limited duty, every effort should be made to accommodate the employee's medical restrictions. Keeping a partially disabled employee in the workplace tends to speed his or her recovery, which benefits the employee and reduces agency costs. If an employee is totally disabled or if the supervisor is unable to accommodate the employee's medical restrictions, the supervisor should maintain regular contact with the employee during his or her absence from work.

(7) Supervisors should keep in contact with their servicing ICPA for additional assistance and guidance.

15. U.S. NONAPPROPRIATED FUND EMPLOYEES

a. General. Injury claims for NAF employees are covered under the Longshore and Harbor Worker's Compensation Act administered by the DOL. Provisions of the act cover medical costs for the treatment and benefits for disability or death resulting from injury or occupational disease. More information is available at <http://www.per.hqusareur.army.mil/cpd/> (click on *On-the-job Injuries*, then *Workers' Compensation Program Information* under NAF).

b. Documenting and Obtaining Medical Help for Job-Related Injuries and Illnesses. If a NAF employee suffers a job-related injury or illness, the employee or a representative must tell the supervisor when, where, and how the injury or illness occurred.

(1) To authorize medical treatment for the employee and receive a doctor's medical assessment, the supervisor will complete DOL Form LS-1, part A, and give the form to the employee. In case of emergency, the supervisor must first arrange for medical care for the employee and submit DOL Form LS-1 later. The employee will take the form to a physician of his or her choice. The employee should advise the supervisor where he or she plans to receive treatment so that this information may be entered on the form. The medical facility or physician must complete part B of DOL Form LS-1.

(2) Within 3 days after the injury, the supervisor must report the injury using DOL Form LS-202 and send the form to the NAF human resources office (HRO). The form will be used by the claims service contractor to establish a claim. The claim service contractor will make all determinations of compensability. It is important that all blocks on the form are completed and include accurate work schedules and salaries.

(3) If an employee will be absent from work for more than 30 days due to an on-the-job injury, the supervisor must give the employee DOL Form LS-204 to take to his or her doctor. The supervisor will then receive the doctor's medical assessment and notify the NAF HRO using this form. Every 30 days, the employee must submit DOL Form LS-204 prepared by his or her physician to the NAF HRO attesting to the employee's continuing disability. A final report on DOL Form LS-204 attesting to the employee's recovery and ability to return to work is also required. Supervisors must ensure that injured employees receive sufficient copies of DOL Form LS-204 and understand their responsibility in completing and submitting this form.

(4) The supervisor will annotate how much worktime the employee has lost due to the injury and notify the NAF HRO using DOL Form LS-210. DOL Form LS-210 must be completed by the supervisor for each pay period of absence from work (lost time) due to the injury, followed by a final report attesting to the employee's ability to return to work on a full-time basis.

(5) Supervisors—

(a) Must immediately forward completed reports to their servicing NAF HRO.

(b) Should stay in contact with the NAF HRO to obtain guidance and assistance for all situations.

16. LOCAL NATIONAL EMPLOYEES IN GERMANY

a. General. The *UK-Bund* acts on behalf of Germany as the accident insurance carrier for LN employees. LN employees seeking treatment for an on-the-job injury may visit a physician of their choice. The U.S. Government is self-insured. It reimburses the German Government for disbursements paid for medical treatment given to LN employees by physicians for accidental injuries and occupational illnesses. Procedures are based on regulations negotiated with the host nation, local works councils, or both. AE Regulation 385-40 provides more information. The supervisor should contact the local safety office for specific guidance.

b. Investigating and Reporting Job-Related Injuries and Illnesses. In general, the following steps must be followed when investigating and reporting job-related injuries and illnesses:

(1) When an employee suffers a job-related injury or occupational illness, he or she must immediately report the injury or illness to his or her supervisor.

(2) The LN employee's supervisor will conduct an investigation to determine the causes and factors that contributed to the injury or illness. Representatives from the local works council, an appointed safety representative, a severely handicapped employee representative (if a severely handicapped employee is injured), and a safety professional who is required to report the incident must be involved in the investigation.

(3) The supervisor will report through command channels every job-related injury and occupational illness to the safety office within 3 days after notification by the employee.

(a) On-the-job injuries and accidental injuries that occur while commuting to or from work that require treatment by a doctor will be reported on AE Form 385-40A.

(b) Occupational illnesses that require treatment by a doctor will be reported using AE Form 385-40B.

(c) The employee's supervisor, works council representative, and appointed safety specialist must sign all copies of AE Form 385-40A or AE Form 385-40B. The signed form will be sent to the local safety office for review and forwarding to the *UK-Bund*.

(4) The supervisor should contact the safety office for additional assistance.

NOTE: The procedures for reporting LN injuries and illnesses in countries other than Germany differ, depending on negotiated agreements. In Belgium, the Netherlands and the United Kingdom, once the injured employee is given appropriate first aid, the supervisor should contact the local safety office for accident reporting and claims processing. In the Netherlands, the supervisor must also notify the servicing Dutch civilian personnel office and submit a report to that office. In Italy, the servicing CPAC should be notified.

SECTION V SAFETY

17. GENERAL

a. The safety risk to personnel historically increases as drawdown approaches. Mission requirements may dictate that personnel perform "other duties as specified." Both commanders and supervisors are responsible for performing job risk assessments and ensuring that individuals are physically capable, trained, and equipped to perform the job. This assessment process is critical to minimize injuries and compensation claims. Commanders and supervisors should keep in mind that simple physical tasks, such as moving file cabinets, carry a significant risk of injury.

b. Negative changes in attitude and preoccupation (minimal or no concentration on the task) may occur during drawdown and lead to accidents. Leaders must work diligently to identify these conditions, determine the causes, and take action to "refocus" the employee.

18. TERMINATION MEDICAL EXAMINATIONS AND SURVEILLANCE ASSESSMENTS

a. In addition to following the claims procedures in section IV, supervisors must ensure that employees are given industrial hygiene assessments of the workplace and medical evaluations or medical surveillance where warranted. Managers and supervisors must become familiar with regulations that list their responsibilities in relation to positions requiring medical surveillance or the use of personnel protective equipment.

b. In general, any employee whose position description requires medical surveillance should also have a medical examination when leaving the position. It is especially important to ensure that employees receive departure assessments to help employees and the Government document existing conditions in case of future claims. Supervisors will—

(1) Schedule appointments with the contractor or medical service provider for employees who have been identified as requiring periodic medical evaluation or examination due to duties. This should be accomplished with—

(a) 30 days advance notice for local national employees.

(b) 14 days advance notice for U.S. employees.

NOTE: Advance notice is critical to ensuring that employees receive all exit physical screenings, including results, before leaving Federal employment.

(2) Ensure employees report for scheduled medical surveillance appointments with the contractor or medical service provider.

(3) Send the servicing occupational health nurse (OHN) a list of employees who have an appointment. Appointments must be scheduled to ensure continuity of work and availability of transportation if required.

(4) Inform the OHN of any employee who refuses the required medical surveillance examination. A declination statement should be completed for every employee who refuses a medical surveillance examination. A copy of this declination statement must be sent to the OHN.

(5) Not permit employees who refuse medical surveillance examinations to continue working in hazardous work areas, pending administrative resolution.

c. AR 40-5, chapters 5 through 9; and AE Regulation 40-11 provide more information.

19. SAFETY AND OCCUPATIONAL HEALTH SUPPORT

Minimum essential safety and occupational health support will continue until the last person leaves the community or unit. Unit movement coordinators will direct, evaluate, and control safety and occupational health support for all affected communities and units in their area of responsibility.

a. Assumptions.

(1) Safety and occupational health-support functions will continue and increase in all communities and units affected by force-realignment actions.

(2) Safety and occupational health managers will continue to support communities and units until the E-date (the effective date of force-realignment actions) or until relieved of the responsibility.

b. Planning Factors. Commanders and supervisors must ensure that—

(1) Increased command and supervisory emphasis and presence are placed on work behavior, procedures, and discipline.

(2) All potential medium or higher risk job sites are identified.

(3) All potential medium or higher risk activities are identified.

(4) Job training shortfalls are identified and personnel receive appropriate training.

(5) Material handling and other equipment shortfalls are identified.

(6) Requirements for protective clothing and equipment are identified.

(7) Controls for shutoff during the removal and inactivation of equipment and facilities are identified.

(8) Permit systems for confined-space activities and lockout/tagout requirements are established.

c. Responsibilities. Commanders and supervisors at all levels should actively pursue efforts to minimize losses during execution of this plan by—

(1) Accomplishing hazard analysis and risk assessments during pre-mission planning. Countermeasures must be developed and monitored to lower the potential for accidents.

(2) Integrating safety and occupational health issues into briefings and inprocess reviews, including training, material-handling procedures, protective clothing and equipment, safe work practices, accident reporting, trends, and compliance.

(3) Coordinate inspections, investigations, and quality-control procedures in high-risk and high-hazard areas.

(4) Maintain open communication with employees to reduce stress, maintain job focus, and identify difficulties that require resolution.

d. Minimum Essential Safety and Occupational Health Support Standards and Activities.

(1) Safety and occupational health statutes, regulations, and standards must be followed. Deviations are not authorized.

(2) Inspections, monitoring, and training will remain at predrawdown levels until E+30 or until the facility is returned to the host nation, whichever is appropriate, to protect employees.

(3) Hazard analysis and risk assessments will be conducted to identify potential problem areas and necessary actions required to reduce risk to personnel, equipment, and materials. All local safety offices have automated software programs that may be used to perform detailed job hazard analyses.

(4) Hazardous and toxic material inventories will be maintained in coordination with garrison environmental and logistics personnel. The disposition of these materials must be in compliance with host-nation law, DOD directives, and Army regulations.

(5) The packaging and transport of hazardous material must be according to AE Regulation 55-4 and applicable international regulations as determined by the unit hazardous material transportation certifier.

(6) If a job description does not require medical surveillance examinations, United States Army Center for Health Promotion and Preventive Medicine - Europe (USACHPPMEUR) OHNs will identify civilian employees who require termination physical examinations. Examinations must be scheduled and conducted before the departure or termination of each individual identified by the job description or based on USACHPPMEUR guidance or personal assessment.

20. INJURY RISKS ASSOCIATED WITH CLOSURE AND DRAWDOWN

a. General. Most injuries are associated with two areas: preoccupation or lack of attention to the task, and work assignments that are outside the employee's routine job duties. In addition to personnel involved in manual activity (such as lifting), unlicensed operators of equipment (such as forklifts, vehicles, and other machinery) are at risk. Appendix B provides a list of issues and concerns and should be used as a startpoint for risk identification and assessment.

b. Specific Guidance.

(1) Personnel who are preoccupied with a drawdown may take shortcuts, fail to pay attention to detail, or fail to perform. Commanders and supervisors must be prepared to take strong corrective action to ensure their employees comply with standards and avoid unsafe actions that could lead to accidents.

(2) Unit and community commanders and subordinate supervisors will ensure safety and occupational health procedures are integrated into the planning and execution of inactivation or closure operations.

(3) Unit safety specialists and officers will remain certified and active, injecting safety and occupational health requirements, monitoring activities, conducting training, and coordinating safety and occupational health issues.

(4) The Chief, USAREUR Safety and Occupational Health Office, Office of the Deputy Chief of Staff, G1, HQ USAREUR/7A, will effect staff coordination and liaison with unit movement coordinators to solve problems that cannot be solved at the major subordinate command level.

(5) Major subordinate command safety and occupational health managers will maintain close contact with commanders and safety and occupational health managers during inactivation and closure operations.

(6) The planning and execution of the packaging, transport, and disposal of hazardous and toxic materials must include special requirements and documentation procedures prescribed by AE Regulation 55-4, USAREUR Regulation 200-1, and applicable international regulations.

APPENDIX A REFERENCES

SECTION I PUBLICATIONS

Code of Federal Regulations, Title 20, Employees' Benefits

Federal Employees' Compensation Act (United States Code, Title 5, sec 8101)

DOD 1400.25-M, chapter 800, subchapter 810, Injury Compensation

AR 25-400-2, The Army Records Information Management System (ARIMS)

AR 40-5, Preventive Medicine

AR 215-1, Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities

AR 385-10, The Army Safety Program

AR 385-40, Accident Reporting and Records

AR 672-20 and AE Supplement 1, Incentive Awards

AE Regulation 40-11, Local National Employee Occupational Health Services Contract

AE Regulation 55-4, Safe Movement of Hazardous Goods by Surface Modes

AE Regulation 385-7, Respiratory Protection Program

AE Regulation 385-29, Safety and Occupational Health for Local National Employees in Germany

AE Regulation 385-40, Accident Reporting and Records

USAREUR Regulation 200-1, USAREUR Environmental Quality Program

USAREUR Regulation 385-10, Implementation of Hazard Communication Standard

USAREUR Regulation 385-13, USAREUR Confined Space Entry Procedures

USAREUR Regulation 385-25, Ergonomic Design of Worksites

AE Miscellaneous Publication 690-2A, Injuries On the Job, Appropriated Fund: A Guide for Employees

AE Miscellaneous Publication 690-2B, Injuries On the Job, Nonappropriated Fund: A Guide for Employees

AE Miscellaneous Publication 690-2C, Injuries On the Job, Appropriated Fund: A Guide for Managers

AE Miscellaneous Publication 690-2D, Injuries on the Job, Nonappropriated Fund: A Guide for Managers

Injury Compensation for Federal Employees (Publication CA-810)
(<http://www.dol.gov/esa/regs/compliance/owcp/fecacont.htm>)

Occupational Safety and Health Administration Publication 3071, Job Hazard Analysis
(<http://www.osha.gov/Publications/osh3071.pdf>)

SECTION II FORMS

DA Form 2028, Recommended Changes to Publications and Blank Forms

United States Department of Labor (DOL) Form CA-1, Federal Employee's Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation (<http://www.chra.eur.army.mil>; click on *Management Tools*, then *On-the-job Injuries*)

DOL Form CA-2, Notice of Occupational Disease and Claim for Compensation
(<http://www.chra.eur.army.mil>; click on *Management Tools*, then *On-the-job Injuries*)

DOL Form CA-16, Authorization for Examination and/or Treatment

DOL Form LS-1, Request for Examination and/or Treatment
(<http://www.dol.gov/library/forms/FormsByNum.asp>)

DOL Form LS-202, Employer's First Report of Injury or Occupational Illness
(<http://www.dol.gov/library/forms/FormsByNum.asp>)

DOL Form LS-204, Attending Physician's Supplementary Report
(<http://www.dol.gov/library/forms/FormsByNum.asp>)

DOL Form LS-210, Employer's Supplementary Report of Accident or Occupational Illness
(<http://www.dol.gov/library/forms/FormsByNum.asp>)

AE Form 385-40A, *Unfallanzeige* (LN Accident Report)

AE Form 385-40B, *Anzeige des Unternehmers über eine Berufskrankheit* (Report of the Employer Regarding an Occupational Illness)

APPENDIX B
SAFETY AND OCCUPATIONAL HEALTH PLAN FOR DRAWDOWN

The list below should be used to help identify potential hazards and provide measures to minimize accidents and injuries during drawdown and installation or facility closure. This list is not all-inclusive.

	Action	Responsible Activity	Suspense
1	Prepare the installation safety and occupational health plan. Modify the plan as required throughout the closure process.	Supervisors and garrison staff	E-180
2	Prepare the unit safety and occupational health plan. Modify the plan as required throughout the inactivation process.	Unit staff	E-180
3	Inspect facilities and all high-risk areas, and prepare an inventory of all hazards. <ul style="list-style-type: none"> • Identify all medium- to high-risk categories (risk assessment codes I and II). • Identify equipment and supplies that require special transportation or turn-in procedures. 	Garrison safety personnel, USACHPPMEUR Garrison safety personnel	E-180
4	Identify risks associated with inactivation activities. <ul style="list-style-type: none"> • Identify all hazardous material and waste, including hazardous waste, radioactive sources, and explosives. • Identify equipment and supplies that require special transportation or turn-in procedures. 	Unit safety personnel	E-180
5	Prepare a preliminary hazard list, categorizing risk by inactivation activity.	Garrison and unit safety personnel, USACHPPMEUR	E-150
6	Identify risks and assess activities required to bring personnel and equipment to the E-date.	Supervisors, garrison staff, USACHPPMEUR	E-180
7	Develop a risk decision input-probability and cost-benefit study.	Garrison staff	E-160
8	Develop and update and emergency response plan and exercise the plan.	Garrison staff	E-150
9	Update job hazard analyses to identify required protective clothing and equipment required for closure activities and initiate procurement for the clothing and equipment.	Garrison staff	E-150
10	Identify personnel who require additional medical surveillance due to the performance of closure activities that are outside their normal job descriptions.	Supervisors, unit staff, USACHPPMEUR	E-150

	Action	Responsible Activity	Suspense
11	Identify and conduct or provide for training on the following as needed: <ul style="list-style-type: none"> • Driving and operating material handling equipment (personnel must be licensed). • Hazard communication. • Hazardous material disposal and transportation. • Hazardous waste training. • Proper lifting procedures. • Respiratory fit-testing and training. 	Supervisors and garrison safety personnel	E-150
12	Prepare explosive-safety site plans if required.	Garrison and unit safety personnel	E-60
13	Monitor all operations for compliance with standards. Inspect equipment loading and movement (railheads and convoys).	Garrison and unit safety personnel	Throughout
14	Identify personnel who need, and make arrangements for, termination medical examinations.	Supervisors, unit safety personnel, USACHPPMEUR, medical activities	Throughout
15	Prepare radiation storage-closure surveys if required.	Garrison and unit safety personnel	E-30
16	Prepare a final inspection report identifying residual hazards (terminal violation inventory log).	Garrison and unit safety personnel	E+30
17	Transfer medical examinations to extended storage (30 years).	USACHPPMEUR, civilian personnel advisory centers, medical activities	E+30
18	Transfer unit hazard and abatement records to the new chain of command or extended storage, as applicable.	Unit safety personnel	E+30
19	Transfer facility hazard and abatement records to extended storage (30 years).	Garrison safety personnel	E+30
20	(Safety coverage ceases at the departure location.)		E+0

APPENDIX C

JOB HAZARD ANALYSIS

This appendix was adapted from Occupational Safety and Health Administration Publication 3071, Job Hazard Analysis (<http://www.osha.gov/Publications/oseha3071.pdf>).

C-1. GENERAL

A job hazard analysis is a systematic assessment of a job to identify hazards that could lead to injury or damage. The analysis assesses the process, materials, and environment under which tasks are performed to identify hazards and risks. Once these are identified, action must be taken to resolve the situation. For example, if a job requires moving furniture from the third to the ground floor, one potential hazard involves an employee falling down the stairs with a load. A fall with a load could reasonably result in serious injury. Therefore, that task requires further analysis to determine ways to reduce this risk. Most solutions are simple and almost immediately obvious. In this case, the furniture could be moved by using an elevator or mechanical handling equipment, or by hiring professionals to do the work.

C-2. ANALYSIS STEPS

a. To conduct a job hazard analysis, first identify all tasks involved in the job and place the tasks in sequence. Next identify the physical requirements, the materials involved, and the environmental conditions. Finally, walk through the job and identify realistic conditions for each step that could lead to injury or damage. It is usually not necessary to go into great detail to understand the steps and the associated hazards.

b. The goal of a job hazard analysis is to discover the following:

- (1) What can go wrong?
- (2) What are the consequences?
- (3) Which conditions must exist to create the hazard?
- (4) What are other contributing factors?
- (5) How likely is it that the hazard will exist?

c. For a job hazard analysis to be useful, the answers to the questions in subparagraph b above must be documented in a consistent manner. Figure C-1 is a sample job hazard analysis worksheet that may be used to help organize this process. Describing a hazard in this way helps to ensure that efforts to eliminate the hazard and implement hazard controls target the most important contributors to the hazard. Good hazard scenarios describe—

- (1) Where the hazard exists (environment).
- (2) Who or what the hazard is affecting (exposure).
- (3) What precipitates the hazard (trigger).
- (4) What could happen if the hazard is not removed (consequence).

(5) Any other contributing factors (for example, if it rains, will the floor become slippery from people tracking in mud from outside?).

d. Rarely is a hazard a simple case of a singular cause resulting in a singular effect. More frequently, many contributing factors create the hazard. The following is an example of an analysis in a machine shop:

- (1) Assume the following situation:

A machinist is working in a metal shop performing multiple jobs. Each job has multiple tasks. One job is to take a metal part, put it into a drill rig, drill a series of holes, then move the finished part to a shelf.

(2) The job may be broken down as follows:

In the metal shop (environment), while clearing a snag (hazard trigger), a worker's hand (exposure) could come into contact with a rotating pulley. If this occurs, the pulley could pull his or her hand into the machine and quickly sever fingers or the entire hand (consequences).

(3) To make a job hazard analysis, ask the following:

(a) What can go wrong? The worker's hand could come into contact with a rotating object that snags it and pulls it into the machine.

(b) What are the consequences? The worker could suffer a severe injury and lose fingers or a hand.

(c) How could the accident happen? The accident could happen when the worker puts his or her hand near the pulley to clear a snag during operations or as part of a maintenance activity while the pulley is operating.

NOTE: This hazard scenario could not occur if the pulley is not rotating. However, if the assessment assumes that a snag can be cleared safely by turning off the power, it fails to recognize that someone other than the operator could turn the power back on. In this case, some type of power lockout controlled by the person whose hand is in the machine is needed.

(d) What are other contributing factors? This accident can occur very quickly. The worker does not have much opportunity to react once his or her hand comes into contact with the pulley. This is an important factor, because it helps determine the severity and likelihood of an accident when selecting appropriate hazard controls. Unfortunately, experience has shown that training is not very effective in hazard control when triggering events happen quickly because of the time it takes for the individual to respond.

(e) How likely is it that an accident will occur? This determination requires some judgment. If there have been "near-misses" or accidents in the past, the likelihood of a recurrence could be considered high. If the pulley is exposed and easily accessible, or located out of sight of the worker, this should also be taken into consideration. In this example, the likelihood that an accident will occur is high because there is no guard preventing contact with the pulley and the operation is performed while the machine is running.

C-3. FOLLOW THROUGH

a. Once the analysis is done and hazards are identified, action should be taken to eliminate the hazards. The best solution is one that eliminates hazards (usually called an "engineering control"). The more risky solution is one that relies on individuals to take action to protect themselves (normally known as an "administrative control"). Due to human nature, some residual risk almost always remains after implementing an administrative control.

b. In this particular case, the pulley could be covered in a way that prevents any contact during operation, or a tool could be used to clear the snag (eliminating the need to place a hand near the pulley). A more risky alternative is to tell the operator to turn off the machine before clearing the snag. This administrative control still allows the operator to get into trouble, since he or she must follow through to bring the machine to a full stop. It is more risky because the operator may choose to take an easier course of action (for example, leave the machine running or shut it off but not wait for it to come to a full stop). Telling the operator to turn off the power is little better than posting a sign that tells the operator to keep his or her fingers away from the pulley.

Job Title:	Job Location:	Analyst:	Date:
Task #	Task Description:		
Hazard Type:	Hazard Description:		
Consequences:	Hazard Controls:		
Rationale or Comment:			

Figure C-1. Sample Job Hazard Analysis Worksheet

GLOSSARY

ACAP	Army Career and Alumni Program
ACS	Army Community Service
AE	Army in Europe
AR	Army regulation
ASAP	Army Substance Abuse Program
CHRA-E	United States Army Civilian Human Resources Agency, Europe Region
CONUS	continental United States
COP	continuation of pay
CPAC	civilian personnel advisory center
CPD	Civilian Personnel Directorate, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army, Europe, and Seventh Army
CPOC	Civilian Personnel Operations Center
DA	Department of the Army
DOD	Department of Defense
DOL	United States Department of Labor
EAP	Employee Assistance Program
EAPC	Employee Assistance Program coordinator
EDI	electronic data interchange
FECA	Federal Employees' Compensation Act
GS	General Schedule
HRDD	Human Resources Development Division, United States Army Civilian Human Resources Agency, Europe Region
HRO	human resources office
ICPA	injury compensation program administrator
LN	local national
NAF	nonappropriated fund
OHN	occupational health nurse
OPM	Office of Personnel Management
OWCP	Office of Workers Compensation Program
POC	point of contact
<i>UK-Bund</i>	<i>Unfallkasse des Bundes</i> (Federal Accident Insurance Association)
U.S.	United States
USACHPPM	United States Army Center for Health Promotion and Preventive Medicine
USACHPPMEUR	United States Army Center for Health Promotion and Preventive Medicine - Europe
USAREUR	United States Army, Europe